

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

- *As the Iowa Department of Transportation has developed its strategic plan an important focus has been on diversity. As one of its guiding principles, the department will continue to develop and maintain a "Quality Work Culture – Our employees are safe, respected and treated equitably; diversity is promoted to enrich and strengthen the workforce; and employees are given opportunities for personal and professional growth."*
- *Creating a diverse work culture has been embodied at the DOT by some of the past decisions department management has made (as will be seen outlined in this plan) and will continue to play a critical role as a strategic objective in the future.*

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008

The department's recruitment activities for FY 2008 include the following:

- *The hiring of a full-time Recruitment Officer in October of 2007.*
- *The department posts all employment opportunities on the State of Iowa's employment website (DAS - Brass Ring).*
- *Selected employment opportunities are also posted to other websites including:*
 - *Iowa Workforce Development*
 - *Smartcareermove.com*
- *At the discretion of the hiring authority, positions have been posted on:*
 - *Careerbuilder.com*
 - *Monster.com*
 - *Dice.com*
 - *Iowa Society for Human Resources website.*
- *Print advertising has also been utilized.*
- *The department also piloted an "Open House" initial screening process during FY 2008. The process allowed all DAS qualified applicants to have an opportunity to have a brief face-to-face interview. Although the open house shifts the time commitment from collecting, reading and analyzing the questionnaires to meeting and evaluating candidates face-to-face, the shift from paper to people gives supervisors more insight into candidates' communication skills and provides a better assessment of the candidates' ability to perform the essential functions of the job.*

According to one supervisor, evaluating a person, not a piece of paper, was beneficial. Interviewers talk directly to applicants and are able to ask follow-up and clarification questions and clarify any questions. Supervisors consider this to be a great tool for entry-level positions. This type of interview also gave supervisors the ability to evaluate the applicants based on their responses to questions and make an assessment of how they thought the applicant might contribute to the team.

- *The department continues to utilize all-applicant lists rather than promotional lists for recruitment. This allows the DOT to consider a greater number of candidates and potentially increase workforce diversity.*
- *In efforts to be proactive within the minority community, the department has participated in a variety of cultural events and conferences (detailed on pg. 6), as well as assisting with the planning of the annual Latino Conference to be held on October 10-11, 2008.*
- *The DOT participated in a State of Iowa Recruitment Kaizen event sponsored by DAS-HRE in May 2008 and continues to participate in the subsequent subcommittees to recommend and implement statewide recruitment initiatives.*
- *The department is a participant in the monthly Statewide Strategic Recruitment Team meetings coordinated by DAS-HRE.*

FY 2009

The department will continue FY 2008 strategies. In addition, it is working on the following strategies:

- *Develop and maintain use of E-mail distribution lists to minority communities.*
- *The department is planning on participating in a transportation career fair coordinated by Iowa State University Center for Transportation Research and Education on October 15, 2008.*
- *Appoint a formal work team to develop a workforce plan.*
- *Appoint a formal work team to develop a recruitment and retention plan to address:*
 - *The evaluation of both macro and micro recruitment strategies*
 - *A greater use of internships and investigation of mentoring strategies*
 - *Branding*
 - *Onboarding/Orientation*
 - *Retention*

- *How to achieve a systematic/comprehensive program to high school students across the state to promote DOT as an employer of choice.*

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008

- *Managerial staff involvement in the selection/hiring process is outlined within DOT Policy 210.02 - Recruitment/Selection/Hiring Process, which was previously submitted as required under the Governor's Executive Order 4. Participation in recruitment outreach events by managerial staff is done on a voluntary basis.*

FY 2009

- *The department does not anticipate change to this process/policy during FY 2009.*

The name and contact information of a primary recruitment contact for usage by DAS is:

- *Scott Zalaznik, OES or Cheri Norris, OES 515-239-1921*

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

- *Based on the average number of annual separations over the last 5 years, the DOT estimates 151 vacancies to occur during FY 2009.*

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

- *It is a goal of the department, as part of its recent workforce planning initiative, to gather and begin evaluation of data of positions that may be more difficult than others to fill. As a part of our workforce planning efforts, the DOT will develop a guideline or definition for difficult to fill job classes.*

- *In some cases recruitment challenges may be a function of geographic location rather than of job class, in which case identifying an entire class as difficult to fill would be misleading. By geographic location we mean that the barrier is not the position itself but rather the place in which the position is located. The DOT is a large agency with positions geographically distributed throughout the state.*
- *Another factor complicating this determination is the frequency in which a position or positions are filled. The department has positions that require very specialized skill sets which are occupied by long tenured employees. The resulting infrequency or absence of turnover for these positions makes it difficult to determine a hard to fill situation. All of this will be taken into consideration as the DOT develops its workforce plan.*
- *As a general observation, those shared generic classes such as the Management Analyst and Executive Officer series have presented challenges to fill due primarily to the relationship between the generic job specifications and the large range of specific duties performed in the job. Applicants do not always understand the type of work required in the position for which they are applying, creating problems in finding the right candidates. For instance, DOT advertised for several Management Analysts specifically needing some experience in electronic records management. These positions had to be reposted several times and there was discussion of possibly having to reclassify them in order to get qualified candidates with the specific skill set.*

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

- *Similar to "difficult to fill", the department has not identified high turnover job classes. Initial review indicates that 9 job classes had turnover of >30% based on the average number of employee separations within class divided by the current number of filled FTE's for the class. The 9 job classes are:*
 - *Architectural Technician 2*
 - *Clerk Advanced*
 - *Compliance Officer 1*
 - *Mail Clerk 2*
 - *Maintenance Repairer*
 - *Planning Aide 3*
 - *Reproduction Equipment Leader*
 - *Telecommunications Design Specialist*

- *Typist*

- *The total number of filled FTE's for all of these job classes totals 15. This represents less than 1% of the DOT workforce. The positions with the highest annual vacancies are: Highway Technician Associate (HTA), Drivers License Clerk (DL Clerk), and Mechanic. The estimated turnover for these positions is 4.5, 14.4, and 6.7% respectively. The HTA and DL Clerk positions typically generate very large applicant pools and large certification lists (HTA average over 40 and DL Clerk average over 140 applicants per vacancy). Additionally, many of these positions here mentioned are entry level and turnover is expected as employees gain experience and change positions.*

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

- *Recruitment barriers have not been identified for the high turnover classes referenced above.*
- *The top two high vacancy job classes (Highway Technician Associate and Drivers License Clerk) have not experienced recruitment barriers - in fact the applicant pool for these positions is generally extremely high.*
- *Recruitment barriers for the third classification (Mechanic) appear to be based on the geographic location of the vacancy.*
- *The online application process may present a barrier. For example, a candidate is not immediately notified if they have successfully completed the application process resulting in some would be applicants not being considered.*

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

- *For the HTA, DL Clerk, and Mechanic positions, the department currently is not underutilized for females or minorities. These positions are currently underutilized for persons with disabilities.*

List the barriers that have been identified in recruitment of the protected classes:

- *The department has conducted statistical analysis of its selection/hiring practices with regard to protected class applicants. This analysis demonstrated that protected class applicants were progressing through each step of the process at an equitable rate.*
- *The most significant barrier the department has identified is we are only aware of an applicant's protected class status if underutilization exists for the specific position. Therefore, it is difficult to address diversity opportunities unless the position is underutilized. Additionally, we are not aware of the impact an individual hiring process has on protected class applicants at the time the hiring decision is made.*

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

- *No specific barriers have been identified. However, the department intends to make greater utilization of E-mail distribution lists to minority groups to supplement its current postings that are made available to the general public. The DOT also intends to continue outreach efforts through selective representation at community events (see examples below).*

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

- *Valuing and Empowering Latino Communities in Iowa Conference*
- *I'll Make Me a World in Iowa Conference (African American)*
- *Governor's Workforce Summit*
- *Iowa Workforce Development Career Expo*
- *Veteran's Career Fair (DMACC)*
- *Pella Windows Career Fair*
- *Multicultural Forum (St. Paul, MN)*
- *Juneteenth African American Celebration*
- *The Greater Des Moines Quarterly Multicultural Reception*
- *Latinos Unidos Networking Picnic*
- *Iowa State University Engineering Career Fair*
- *University of Iowa Engineering Career Fair*
- *University of Wisconsin - Platteville Engineering Career Fair*

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

➤ *The department anticipates participation in the same events as FY 2008*

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	<i>Careerbuilder, Dice, Monster, Engineering, CISHRM</i>	<i>\$2000</i>	<i>Same as FY08</i>	<i>N/A</i>
Resume Search Products	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Standard News Print	<i>D.M. Register</i>	<i>\$8500</i>	<i>D.M. Register</i>	<i>N/A</i>
Specialty Trade Journals	<i>N/A</i>	<i>\$500</i>	<i>N/A</i>	<i>N/A</i>
Radio	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
TV	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Open House	<i>The department has utilized open houses for selection events</i>	<i>N/A</i>	<i>The department may utilize open houses for selection events</i>	<i>N/A</i>
Search Firms	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Temporary Staffing	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>

Other (please list):

N/A

Identify which of these sourcing tools, either individually or in combination, are most effective in your experience:

- *Internet postings have been the department's primary sourcing tool.*
- *OPEN HOUSE - Feedback from hiring supervisors has been positive regarding the open houses that have been held - however, this is a selection tool and not a sourcing tool (it is not a walk-in opportunity).*
- *IowaJobTV seems to offer potential for reaching a broader audience including passive candidates but the department has not yet utilized this opportunity.*

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

- *The department utilized E-mail distribution lists to contacts within metropolitan planning organizations (MPO's) to recruit candidates for an Accountant 3; to county engineers, city representatives, and consultants for a Transportation Engineer Specialist position, and a traditional mailout to all registered land surveyors in Iowa for a Land Surveyor position.*

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

- *The department has a cooperative engineering education program which is designed to give college engineering students 9-month work experience rotations. Department representatives from the Highway Division attend the State engineering career fairs and discuss the opportunity with students. Resumes/applications are received by the Highway Division's co-op coordinator for review and distribution to the appropriate offices within the Highway Division. This opportunity has been broadened to include other disciplines such as positions within the Information Technology Division within the department.*
- *The department is in the process of expanding opportunities for students through more general, shorter-term internships. These types of internships have not been utilized in recent years.*
- *Temporary employees are hired, but these are not designed or intended to be educational internships. Some of these positions were posted through DAS during FY 2008.*

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

- *The DOT has not utilized temporary employment services for this purpose.*

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

- *When the department receives unsolicited resumes, they are reviewed and forwarded to the appropriate office for their information. Potential candidates are routinely directed to the State of Iowa's employment website.*

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

- *During FY 2008, the Iowa Department of Transportation participated in and successfully completed an audit of its hiring practices conducted by the CPS Human Resource Services (CPS) group from Madison, Wisconsin. CPS was retained by the Iowa Department of Administrative Services (DAS) to conduct an audit of the State's hiring practices. The DOT was one of six large state agencies that were selected for on-site evaluations, a focus group of current employees and survey of several hundred recent applicants. CPS-identified best practices of the DOT included:*
 - *The Hiring Decision Justification analysis by each hiring manager to provide the strengths and weaknesses of final interviewees for all positions.*
 - *Affirmative Action Officer review of all hiring decisions for inclusion and consideration of qualified minority and female candidates.*
 - *DOT practice of using interview partners or teams to interview candidates.*
 - *Hiring of a full-time recruiter, who is bilingual in English/Spanish, to focus on future development of greater diversity in the applicant pools.*
- *The Office of Employee Services traveled to all districts, the Motor Vehicle Division and Ames complex in October 2007 and April of 2008 to provide continuing education to supervisors and managers via supervisor roundtable meetings. These one day educational seminars provided managers and supervisors with information on subjects ranging from workforce diversity and recruitment to affirmative action.*

- *The recruitment/selection/hiring process policy includes a requirement to use "all applicant" lists for DOT vacancies, which in most instances provides a larger, more qualified, and more diverse candidate pool.*
- *The fifth annual DOT Managers and Supervisors Conference was held September 2007. All supervisors and managers attended the day and a half seminar which focused on diversity and strengthening of leadership skills. Ted Williams, attorney and business consultant, was a keynote presenter who shared his expertise on diversifying the workplace for greater inclusion and partnering at all levels of the organization.*

For FY 2009, provide a timetable for those activities you plan to implement:

- *The department has formed teams to develop both a workforce plan and a recruitment and retention plan. These are expected to be completed by the end of FY 2009. Additionally, the department intends to have expanded internship guidelines and opportunities in place by March/April of FY 2009.*

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

- *As discussed under Factors Affecting Recruitment, the positions within the department having high vacancy rates have not proven to present traditional recruitment/retention challenges for the DOT.*

- *What does present a problem are the extremely large certification lists (lists with over 100 names for one vacancy).*
- *Also, a related challenge the DOT faces is the retention of institutional knowledge held by the incumbents of positions. This will continue to be an issue as the department continues to experience a number of retirements of long-term employees.*

List the issues you have identified that contribute to the turnover in these classes:

- *Retirement turnover presents the greatest challenge to the department.*

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

- *Exit interviews are conducted when a permanent employee leaves the DOT. The DOT seeks input from all permanent employees who leave the department within the first quarter after their separation. Historically, the DOT has mailed the exit questionnaire to the former employees soon after the departure. Within the Fiscal Year 2008, the DOT has transitioned to utilizing telephonic interviews.*

☒ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

- *The department has conducted five organizational surveys since 1988 with the most recent being in 2008. The 2008 survey was sent to all permanent employees, with slightly over 45 percent completing and returning the survey.*
- *Topics covered in the most recent survey included job satisfaction, perceptions of the work environment, communication, continuous quality improvement work practices, discriminatory harassment as well as satisfaction with training and opportunities for advancement.*

☐ Management team meetings/exercises

Describe how these are conducted:

☐ Other methods (please describe):

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

- *Supervisors routinely assess vacant positions when requesting permission to fill. As a part of the process, the skills and abilities needed are evaluated.*

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

- *The department as a standard practice opens all vacancies to the general public after all relevant collective bargaining agreement obligations have been fulfilled.*

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc.:

- *The department's relatively long average employee tenure (18 years) and overall low turnover rate limits the frequency of promotional opportunities. The department also operates offices statewide. Promotional opportunities may often be in a geographic location that is less desirable than an employee's current work location. Additionally, the department's decision to utilize all-applicant lists for all vacancy opportunities lessens promotional opportunities due to external candidate competition.*

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

- *These potential barriers affect all employees regardless of gender, ethnicity, or disability.*

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

- *As previously stated, the department conducts organizational surveys of employees, most recently in 2008, to gather feedback. The survey is designed to give employees the opportunity to provide input on topics ranging from communication, training, job satisfaction, harassment, etc.*
- *Annual performance evaluations are done for each employee, which provides an opportunity to give their supervisor feedback. Over the last several years the department has consistently completed annual evaluations for over 98% of its employees.*

Identify what topics you address:

- ☐ Understanding of the organization's vision and mission
- ☒ Managerial approachability and style
- ☒ Job satisfaction
- ☒ Cultural inclusion
- ☒ Flow of and access to information
- ☒ Career progression awareness
- ☐ Work/life balance
- ☐ Other

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

- ☒ Good ☐ Needing Improvement ☐ Unknown

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

- *Job and promotional opportunities are displayed on the department's intranet website and posted in work areas across the department. Job opportunities within the DOT and other state agencies are maintained on the Department of Administrative Services website.*

Describe any changes you plan to make around employee engagement in FY 2009:

- *The department has recently conducted its fifth organizational survey and is just beginning to analyze the data. If after the analysis is completed there are areas of concern, plans to address them will be developed.*

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

➤ *In FY 2009 the department will be developing both a workforce plan and a recruitment and retention plan. These plans will address the items checked below.*

☒ Orientation and On-boarding:

☒ Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:

☐ Workplace accessibility (visual, physical):

☒ Mentoring:

☐ Awards and Recognition:

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

- *The department continues to offer training to all employees. Required courses for all new employees are Preventing Sexual Harassment, Valuing Diversity, and Affirmative Action/Equal Employment Opportunity.*
- *The DOT also conducts supervisor roundtables bi-annually. Recruiting, diversity, employment laws, selection, and reference checking were the focus for the most recent roundtables. A review of the department's hiring decision justification process was also conducted in each of the six highway district locations, motor vehicle operations, and in multiple sessions at the central complex for all remaining managers and supervisors.*

Provide information about diversity-related training planned for FY 2009 in the text box.

- *In addition to the activities listed for FY 2008, all supervisors and those involved in hiring decisions will attend the state's diversity training, annually, as prescribed by the Diversity Council.*

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

You will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

- *One of the guiding principles of the DOT Strategic Plan is to maintain a "Quality Work Culture – Our employees are safe, respected and treated equitably; diversity is promoted to enrich and strengthen the workforce; and employees are given opportunities for personal and professional growth."*

Describe how your managers and supervisors will be involved in diversity.

- *The Iowa Department of Transportation will continue to follow its equal employment opportunity policy, based on the principle that equality and human dignity are the right of every individual.*
- *Equal employment opportunity will be provided to all employees and applicants without regard to color, race, religion, creed, national origin, gender, gender identity, marital status, physical or mental disability or age (except when such may be a bona fide occupational qualification). Every effort will be made to ensure that reasonable accommodations are provided to persons with disabilities, and that the rights of veterans of recognized military conflicts, including Vietnam, and all disabled veterans are protected.*
- *Managers and supervisors will assume responsibility for reviewing, revising and recommending changes in the employment qualifications, standards, policies and procedures to ensure compliance with applicable laws. Violations will be investigated in accordance with the DOT Investigations policy 230.09.*
- *The DOT's Affirmative Action Officer will continue to review all hiring decisions through the department's hiring decision justification process to ensure that all applicants have been afforded an equal opportunity to compete for a vacancy*

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability.

Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

- *The department will continue its standard of providing an inclusive, harassment free environment for all of its employees, employment candidates, and public customers through the administration of policies and practices submitted previously in conjunction with Executive Order 4 and this document, as well as through training and opportunities to experience cultural diversity.*